

Legislative and policy proposals to achieve One Army Recruiting

The purpose of this paper is to provide the institutional sub-committee of the National Commission on the Future of the Army with potential policy and legislative proposals related to recruiting and marketing. The proposals include measures that the Secretary of the Army may approve under current authorities and legislative proposals that require congressional action.

The sub-committee has expressed a desire that, to the extent permissible within the bounds of the Constitution, the Army should be managed as One Army rather than three separate components. Even should Secretary of the Army desire this unity of effort, current policies and statutes prevent the Army from managing the three components in a similar way. This legal structure prevents efficiencies, encourages competition between the components and contributes to the continued tension between them. These difficulties are readily apparent in the area of recruiting and marketing and, therefore, any effort to truly manage the Army as One Army must address the management of recruiting efforts in all three components.

Findings:

There is no unity of effort with respect to recruiting and marketing functions at the Army Headquarters level. The U.S. Army Recruiting Command has responsibility for recruiting to the Regular Army and the U.S. Army Reserve but each state is responsible for recruiting individuals into their state Army National Guard. The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)) has strategic oversight of the recruiting function, but each component and state establishes their own recruiting goals. Likewise, marketing for the regular army and the USAR is controlled by the Army Marketing and Research Group whereas marketing for the Army National Guard is controlled by the National Guard Bureau. This results in different marketing campaigns for the Army and the National Guard and potentially conflicting brand awareness.

There is also no unity of effort in the recruiting function at the local level. Recruiters from each component compete against each other for the dwindling population of potential recruits even to the extent of influencing an individual to join a component that may not be the best fit for them individually.

Proposals.

1. The Secretary of the Army should reauthorize the Active First Program. This program operated between 2007 and 2011 and over 4900 individuals assessed into the Army through the program. Through this program, ARNG recruiters offered Active Duty contracts to individuals who then agreed to a Selected Reserve tour in the ARNG (unless they elected to re-enlist in the Regular Army).
2. Congress should authorize and direct the Secretary of the Army to establish a significant pilot program in which recruiters from all three components would be authorized to recruit individuals into any of the components and would receive credit for an enlistee regardless of the component (acknowledging that only a

state National Guard member can enlist an individual into that state's national guard). Congress should specifically authorize this "notwithstanding any other laws" in order to avoid potential fiscal law concerns. The purpose of the pilot program would be to study whether there are efficiencies to be gained by eliminating competition among recruiters. The pilot program could include a provision in which regular army recruiters could be authorized to join a state Army National Guard in a dual-status in order to be authorized to recruit individuals into a state Army National Guard. The Secretary of the Army should be directed to conduct an 18-month pilot program and, at the end of the pilot, present a report to congress with the results of the pilot and recommendations as to whether to make the temporary authorities permanent.

3. Congress should authorize the Secretary of the Army to consolidate the marketing function for all three components under the authority of the AMRG. This would permit the Army to be consistent in its marketing and branding messages and would reduce competition and the public perception of differences between the Army National Guard and the Regular Army.

Conclusion. If implemented, these proposals will reduce competition among the components, improve the efficiency of the recruiting and marketing force, and help implement a true Total Force Policy.